

Message Text

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TO ALL AFRICAN DIPLOMATIC POSTS
INFO CIA WASHDC
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AMEMBASSY BISSAU POUCH
AMEMBASSY PRAIA POUCH
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AMEMBASSY MASERU POUCH
AMEMBASSY PORT LOUIS POUCH
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AMEMBASSY PRAIA
AMEMBASSY LILONGWE
AMEMBASSY GABORONE
AMEMBASSY MASERU
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AMEMBASSY LUSAKA
AMEMBASSY MOGADISCIO
AMEMBASSY ADDIS ABABA
AMEMBASSY BANJUL

C O N F I D E N T I A L STATE 072082

FOR AMBASSADORS FROM DICK MOOSE

E.O. 11652:GDS

TAGS: AMGT, PFOR, XA

SUBJECT: GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM)
DAKAR POUCH BANJUL, KINSHASA POUCH BRAZZAVILLE
REF: STATE 069374

1. INTRODUCTION: AS OF POSSIBLE ASSISTANCE IN GUIDING YOUR THINKING ABOUT THE GORM EXERCISE, WE PRESENT BELOW A MODEL PAPER FOR A FICTITIOUS AFRICAN MISSION THAT INCLUDES THE ELEMENTS WE IN AF BELIEVE ARE CENTRAL TO THE POLICY PLANNING, AND BUDGETING EXERCISE. YOU WILL NOTE THAT WE HAVE BORROWED FROM THE GOALS AND OBJECTIVES PAPERS, AS WELL AS FROM THE ZBB SUBMISSION YOU HAVE BEEN TASKED TO FORMULATE.
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WE HAVE, HOWEVER, EXPANDED THESE PROCESSES SOMEWHAT SO THAT OUR MODEL PAPER INCLUDES SUMMARY ZBB MATERIAL ON OTHER AGENCIES, AS WELL AS LINKAGES BETWEEN OBJECTIVES AND COURSES OF ACTION OF THESE AGENCIES AND OVERALL MISSION GOALS.

2. MODEL GORM SUBMISSION: AMBASSADOR'S OVERVIEW

AFTER NEARLY ONE YEAR ON THE JOB IN (COUNTRY), I HAVE COME TO THE CONCLUSION THAT THE BASIC THRUST OF OUR OBJECTIVES AND ACTIONS IN (COUNTRY) MEET ONLY OUR MOST MINIMAL LONG-TERM GOALS AS THESE HAVE BEEN FORMULATED IN THE DIALOGUE

CARRIED ON BETWEEN THIS MISSION AND WASHINGTON. THOUGH OUR POLICIES AND ACTIONS IN REGARD TO A NUMBER OF PRESSING AFRICAN POLITICAL PROBLEMS ARE NOW MORE IN TUNE WITH (COUNTRY'S) EXPECTATIONS AND DEEPLY HELD PRINCIPLES, WE STILL HAVE A LONG WAY TO GO IN CREATING THE SORT OF PRO-DUCTIVE DIALOGUE WE SEEK ON OTHER EQUALLY IMPORTANT MULTILATERAL ECONOMIC ISSUES. WE ALSO FACE THE PROSPECT OF A WIDENING GAP BETWEEN OUR EXPLICIT AND IMPLICIT PRO-MISES TO PROVIDE SIGNIFICANTLY EXPANDED BILATERAL ECONOMIC ASSISTANCE TO A COUNTRY THAT RANKS NEAR THE BOTTOM 25

NATIONS IN TERMS OF ECONOMIC DEVELOPMENT. OUR PERFORMANCE IN THIS REGARD IS HAMPERED BY OUR POLICY OF NON-PARTICIPATION IN THE FINANCING OF INFRASTRUCTURE PROJECTS THAT ARE AT THE ROOT OF THIS COUNTRY'S DEVELOPMENT DILEMMA. OUR MINIMAL RESPONSIVENESS TO (COUNTRY'S) REAL SECURITY NEEDS HAS ALSO HAD AN IMPACT ON ECONOMIC DEVELOPMENT IN THAT THE GOVERNMENT HAS FELT OBLIGED TO MAINTAIN A RELATIVELY LARGE, BUT INEFFICIENT ARMY IN BEING TO COUNTER WHAT IT SEES AS LEGITIMATE THREATS TO (COUNTRY'S) TERRITORIAL INTEGRITY. THIS PREOCCUPATION WITH SECURITY HAS IMPACTED NEGATIVELY ON PROGRESS TOWARD RETURN TO THE TRADITIONAL ROUGH AND TUMBLE OF CIVILIAN POLITICAL RULE, AND ON HUMAN RIGHT PRACTICES.

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THE OPTIMAL RESOURCE AND MANPOWER PROJECTIONS OUTLINED BELOW AND SUMMARIZED IN THE FOLLOWING SECTION OF THIS DOCUMENT ARE DESIGNED TO BEGIN CLOSING THE GAP BETWEEN OUR LONGER-TERM OBJECTIVES IN (COUNTRY) AND OUR CURRENT MINIMAL PERFORMANCE.

IN TERMS OF THE STATE DEPARTMENT STAFF AND EMBASSY LOCAL EMPLOYEES, I AM RECOMMENDING ONLY MODEST INCREASES IN PROGRAM FUNDS AND STAFF LEVELS IN SUPPORT OF PRIORITY OBJECTIVES OF TIGHTENING PHYSICAL SECURITY, PROVIDING BETTER CONSULAR SERVICES IN THE GROWING AMERICAN COMMUNITY AND SUPPORTING OUR INCREASINGLY ACTIVE POLITICAL AND COMMERCIAL PROGRAMS. COVERAGE OF THE EVENTS SURROUNDING AND PERSONALITIES INVOLVED IN THE PROCESS OF RETURN TO CIVILIAN RULE WILL BE BOLSTERED BY REALIGNING OUR REPORTING REQUIREMENTS AND REFOCUSING OUR PATTERN OF REPRESENTATION AND TRAVEL. REPROGRAMMING WILL ALSO BE EMPLOYED TO SUPPORT CONTINUED EXPANSION OF OUR US TRADE AND INVESTMENT PROMOTION PROGRAMS IN THE ABSENCE OF AID FUNDS TO SUPPORT INFRASTRUCTURE PROJECTS, I AM OBLIGED TO LOOK UPON US PARTICIPATION IN JOINT MINERAL EXPLOITATION AND OTHER BASIC COMMERCIAL VENTURES AS OUR MAJOR TOOL IN THE MODERN ECONOMIC SECTOR.

OUR AID BUDGET PROJECTIONS PROVIDE FOR A 25 PERCENT INCREASE IN ASSISTANCE FUNDING CONCENTRATED WHOLLY IN THOSE AREAS IDENTIFIED BY THE GOVERNMENT OF (COUNTRY) AS ITS HIGHEST PRIORITIES: DROUGHT RELIEF, RESETTLEMENT OR REHABILITATION OF THOSE MOST DEEPLY AFFECTED BY THE RECURRENT DROUGHT CYCLE, INCREASED FOOD PRODUCTION AND BASIC HEALTH CARE. I HAVE BEEN FAVORABLY IMPRESSED BY THE EFFECTIVENESS OF OUR AID PROGRAMS, NOW IN VARYING STAGES OF IMPLEMENTATION, AIMED AT MEETING THESE PRIORITIES. I AM ALSO ENCOURAGED BY THE FACT THAT THESE SAME PROGRAMS HAVE

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ATTRACTED THE SUPPORT OF A NUMBER OF OTHER INTERNATIONAL DONORS. BUT, THE PREPONDERANCE OF OPINION WITHIN BOTH THE DONOR COMMUNITY AND AMONG (COUNTRY) PLANNERS INDICATES THAT WE ARE TACKLING ONLY THE SYMPTOMS OF CYCLICAL DROUGHT AND FAMINE. THE ONLY PERMANENT SOLUTION TO CREEPING DESERTIFICATION CAN BE FOUND IN HARNESSING THE WATER THAT IS AVAILABLE IN THE REGION'S MAJOR RIVER SYSTEMS. AGAIN, OUR PARTICIPATION IN SUCH MAJOR INFRASTRUCTURE PROJECTS APPEARS PROHIBITED BY CURRENT GUIDELINES. UNTIL THESE GUIDELINES ARE CHANGED OUR PL-480, AID AND PEACE CORPS PROJECTS CAN ONLY HELP DEFLECT THE WORST EFFECTS OF THE UNDEPENDABLE CLIMATE, RAISE THE LEVEL OF SMALL-SCALE AGRICULTURAL TECHNOLOGY AND PROVIDE FOR BETTER AND MORE WIDELY AVAILABLE HEALTH CARE.

THE PEACE CORPS PROGRAM WITH SOME 100 VOLUNTEERS IS THE RIGHT SIZE FOR (COUNTRY). THE PREVIOUS EMPHASIS ON ENGLISH TEACHING IS DIMINISHED IN FAVOR OF AN EMPHASIS ON AGRICULTURE, RURAL DEVELOPMENT AND HEALTH CARE, A MOVEMENT IN THE RIGHT DIRECTION. I AM RECOMMENDING FOR FISCAL YEAR 1982 AND BEYOND THAT PEACE CORPS AND THE GOVERNMENT OF (COUNTRY) FIND THE MEANS TO SUPPORT AN INLAND FISH CULTURE PROGRAM OF THE SORT WHICH HAS BEEN SUCCESSFUL IN OTHER COUNTRIES OF THIS REGION. THIS FITS WELL WITH OUR OVERALL EMPHASIS ON FOOD PRODUCTION. MEANWHILE, THE PEACE CORPS BUDGET WILL REQUIRE ONLY THOSE INCREASES NEEDED TO STAY ABREAST OF INFLATION.

I BELIEVE THAT USIS WILL BE WELL EQUIPPED TO CARRY OUT ITS MISSION IN (COUNTRY) PROVIDING THAT WE CAN COME UP WITH THE MODEST INCREASES IN PROGRAM FUNDS AND PERSONNEL RECOMMENDED BY THIS MISSION. OVER THE PAST TWO YEARS, USIS HAS MADE SEVERAL MAJOR ADJUSTMENTS IN ITS PROGRAMMING AND PRIORITIES. THESE HAVE BEEN WELL DESIGNED TO MEET OVERALL MISSION GOALS AND OBJECTIVES, AS WELL AS TO TAKE ADVANTAGE OF THE CHANGING POLITICAL CLIMATE AND TECHNO-

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LOGICAL ADVANCES SUCH AS THE INAUGURATION OF TELEVISION

AND THE EXPANDED NATIONAL RADIO NETWORK. I AM PARTICULARLY PLEASED WITH USIS' EMPHASIS ON HUMAN RIGHTS, THE US RESPONSE TO THE NORTH-SOUTH ECONOMIC CHALLENGE AND THE NEW US POLICY LOOK TOWARD AFRICA. THE AGENCY'S TARGETS ARE WELL CHOSEN AND WE ARE, I AM CONVINCED, GET-

TING THE MESSAGE ACROSS TO THE RIGHT PEOPLE.

I AM LESS WELL SATISFIED WITH OUR TRADITIONAL APPROACH TOWARD MEETING THE SECURITY NEEDS OF THIS COUNTRY. OUR MILITARY SUPPLY AND TRAINING PROGRAMS HAVENOT, IN THE PAST MESHED WITH (COUNTRY) ECONOMIC DEVELOPMENT PRIORITIES. IN ORDER TO REDRESS THE BALANCE AND STILL MEET (COUNTRY'S) STRONGLY FELT AND VERY REAL NEED TO PROTECT ITS TERRITORIAL INTEGRITY, I AM SUGGESTING AN APPROACH THAT WILL HELP ENCOURAGE THE CURRENT TREND TOWARD A SMALLER, MORE MOBILE FIGHTING FORCE AND HELP GET THE ARMY DIRECTLY INVOLVED IN BASIC RURAL ECONOMIC DEVELOPMENT.

I. SUMMARY OF MISSION-WIDE RESOURCE RECOMMENDATIONS

A. OPTIMAL PACKAGE

PERSONNEL: AN OVERALL INCREASE OF 11, INCLUDING TWO US DIRECT HIRE, THREE US CONTRACT HIRE, THREE DIRECT HIRE LOCALS AND THREE CONTRACT LOCAL EMPLOYEES

PROGRAM: AN OVERALL INCREASE OF DOLS 3.753 MILLION, MAINLY IN THE AREA OF AID HEALTH AND AGRICULTURAL PROGRAMS AND IN FMS NON-LETHAL EQUIPMENT AND TRAINING.

ADMINISTRATIVE SUPPORT: AN OVERALL INCREASE OF DOLS
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99,500 MAINLY FOR IMPROVED PHYSICAL SECURITY, ADDITIONAL HOUSING AND OTHER PROGRAM SUPPORT ITEMS.

B. IMPACT OF RESOURCE REDUCTIONS: CHIEF OF MISSION'S RECOMMENDATIONS.

ASSUME AN ACROSS THE BOARD FIVE TO TEN PERCENT REDUCTION BELOW CURRENT LEVELS. LIST RECOMMENDED PERSONNEL AND PROGRAM REDUCTIONS OR DELETIONS IN REVERSE RPT REVERSE ORDER OF PRIORITY; I.E., LOWEST PRIORITY PROGRAMS AND POSITIONS SHOULD BE LISTED FIRST.

A) FIVE PERCENT:

-- ELIMINATE ALL BUT HIGHEST PRIORITY TRAVEL (ALL

AGENCIES) (ESTIMATED SAVINGS DOLS).

-- POSTPONE SCHEDULED MAINTENANCE AND REPAIR OF NON-FBO OFFICES AND RESIDENCES; DELAY OFFICE MACHINE AND OTHER PROCUREMENT (STATE, AID, ICA)

- REDUCE SCOPE OF INITIAL INPUTS TO NORTHEASTERN CLINICS PROGRAM (AID)
- ELIMINATE LOCAL ADMINISTRATIVE SECRETARY POSITION (STATE)
- DELAY HIRING VIDEO TECHNICIAN (ICA)
- REDUCE IV PROGRAM BY ONE PARTICIPANT (ICA)
- DELETE ARMORED CAR PACKAGE FROM FMS PROGRAM

B) TEN PERCENT; PHASE-OUT TEFL PROGRAM IMMEDIATELY

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- DELETE VIP VISIT PROGRAM FOR ARMY CHIEF OF STAFF
- REDUCE SCOPE OF AID HEALTH PROGRAMS.
- POSTPONE HIRING ADDITIONAL CONSULAR ASSISTANT
- (REDUCE MAGNITUDE OF AID AGRICULTURAL PROGRAM, BY DOLS).
- REDUCE TRAINING COMPONENT OF AID AGRICULTURAL ACTIVITY.
- DELAY FUNDING PROPOSED FULL-TIME CONSULAR OFFICER POSITION (STATE)
- RECRUIT A SECOND HOST COUNTRY NATIONAL TO FILL ONE OF TWO PEACE CORPS ASSOCIATE DIRECTOR POSITIONS.
- REDUCE AID ADMINISTRATIVE SUPPORT STAFF BY TWO POSITIONS (ONE LOCAL, ONE AMERICAN DIRECT HIRE)

C. TOTAL MISSION RESOURCES (OPTIMAL)

PERSONNEL:	TOTAL		TOTAL	
	US	LOCAL	US	LOCAL
STATE	10(1)	10(1)	0	9
AID	10(1)	15(1)	12(3)	6(2)
ICA	3	12(1)	0	3(1)

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MAAG/DATT 2 0 0 0

PEACE CORPS (STAFF) 3 2 0 0

TOTAL (INCREASE) 28(2) 39(3) 12(3) 18(3)

PROGRAM: (INCLUDE ADMINISTRATIVE OVERHEAD WHERE APPLICABLE)

	OPTIMAL	INCREASE
STATE (TOTAL S&E)	DOLS 880,000	DOLS 130,000
AID	DOLS 10,700,000	DOLS 2,115,000
ICA (TOTAL COUNTRY BUDGET INCLUDING FAS, ETC)	DOLS 450,000	DOLS 430,000
DMS/IMET	DOLS 2, 323,000	DOLS 1,058,000
PEACE CORPS (TOTAL COUNTRY BUDGET)	DOLS 950,000	(-0-)
SPECIAL SELF-HELP	DOLS 100,000	DOLS 20,000
TOTAL	DOLS 15,403,000	DOLS 3,753,000

ADMINISTRATIVE SUPPORT ONLY(FAS, LOCAL PERSONNEL, OFFICE SPACE, SUPPLIES, EQUIPMENT, ALLOWANCE,TRAVEL, ETC.)

	ADMINISTRATIVE SUPPORT	OPTIMAL	INCREASE
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STATE	DOLS 500,000	DOLS 50,000
AID	DOLS 350,000	DOLS 40,000

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ICA DOLS 45,000 DOLS 8,000

MAAG/DATT DOLS 10,000 DOLS 1,500

PEACE CORPS DOLS 12,500 DOLS -0-

TOTAL DOLS 917,500 DOLS 99,500

II. MISSION-WIDE GOALS

-- (COUNTRY) UNDERSTANDING OF AND, IF POSSIBLE, SUPPORT OF US POLICIES ON MAJOR INTERNATIONAL ECONOMIC AND POLITICAL ISSUES.

-- A NON-VIOLENT (COUNTRY) SOCIETY BASED ON POPULAR CONSENT AND RESPECT FOR HUMAN RIGHTS.

-- CONTINUED ACCESS TO (COUNTRY) MINERAL RESOURCES.

-- A GREATER SHARE OF (COUNTRY'S) IMPORT AND INVESTMENT MARKETS.

-- IMPROVED UNDERSTANDING AND RELATIONSHIPS WITH POTENTIAL CIVILIAN POLITICAL LEADERS AND WITH THE CURRENT POLITICO-MILITARY HIERARCHY.

-- INCREASED FOOD REPRODUCTION, CLEAN WATER, BASIC HEALTH SERVICES FOR THE BENEFIT OF (COUNTRY'S) POOR, AND MAINLY RURAL MAJORITY.

-- IMPROVED CONSULAR SERVICES, ESPECIALLY THOSE RELATING TO THE WELFARE OF RESIDENT AND VISITING AMERICANS.
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-- STRENGTHENED TWO-WAY COMMUNICATION BETWEEN THE US AND (COUNTRY) AND ON BILATERAL, AFRICAN AND INTERNATIONAL ISSUES.

III. AGENCY OBJECTIVES, COURSES OF ACTION AND RESOURCE PROJECTIONS

A. DEPARTMENT OF STATE

1. OBJECTIVES (IN ORDER OF PRIORITY)

-- (COUNTRY) SUPPORT FOR COMPROMISE SOLUTIONS TO THE CURRENT IMPASSE ON LOS AND PRODUCTIVE INTERNATIONAL DIALOGUE ON OTHER KEY NORTH-SOUTH ISSUES.

-- CONTINUED PROGRESS TOWARD A RETURN TO CONSTITUTIONAL NORMS AND POPULAR PARTICIPATION IN THE POLITICAL PROCESS.

-- US PARTICIPATION IN INTERNATIONAL CONSORTIA BEING FORMED TO EXPLOIT MINERAL AND OTHER RESOURCES.

-- INCREASED CONTACT WITH POTENTIAL CIVILIAN LEADERS;
COMPLETE BIOGRAPHIC INFORMATION ON THESE POTENTIAL LEADERS
AND ON SECOND-LEVEL MILITARY OFFICERS.

-- BETTER PHYSICAL SECURITY FOR MISSION RESIDENCES
AND OFFICES.

-- IMPROVED CONSULAR SERVICES FOR THE GROWING RESIDENT
AMERICAN COMMUNITY AND AMERICAN VISITORS.

2. COURSES OF ACTION (AT THE PROPOSED LEVEL OF FUNDING
IN ORDER OF PRIORITY)

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-- PRESENT A SERIES OF BRIEFING PAPERS AS THE BASIS
OF INTENSIFIED CONSULTATIONS WITH FOREIGN MINISTRY OF-
FICIALS ON THE INTRACIES OF LOS AND OTHER NORTH-SOUTH ECO-
NOMIC ISSUES.

-- DISCUSS FRANKLY AND SYMPATHETICALLY WITH RANKING
MILITARY GOVERNMENT OFFICIALS THEIR PLANNING FOR THE PRO-
MISED RETURN TO CONSTITUTIONAL RULE AND THE IMPACT OF
INTERNATIONAL PUBLICITY CONCERNING DETENTIONS OF POLITICAL
DISSIDENTS.

-- EXPAND CONTACTS WITH THE EXPATRIATE BUSINESS COM-
MUNITY AND (COUNTRY) ECONOMIC PLANNERS WITH A VIEW TOWARD
FINDING OPPORTUNITIES FOR US FIRMS TO PARTICIPATE JOINT
IRON MINING AND AGRO-INDUSTRIAL VENTURES NOW IN THE PLAN-
NING STAGES.

-- INSTITUTE A TRAVEL PROGRAM FOR TWO POLITICAL OF-
FICERS TO COVER EACH PROVINCE AND MAJOR POPULATION CENTER;
ONE POLITICAL OFFICER AND ONE SUMMER INTERN TO SPEND FULL
TIME UPDATING BIO FILES.

-- CONSULAR OFFICER (ASSISTED BY THE DCM) TO ESTABLISH
A REGULAR PATTERN OF CONTACTS WITH KEY INTERIOR MINISTRY
AND POLICE OFFICIALS WHOSE UNDERSTANDING AND ASSISTANCE IS
VITAL TO THE PROTECTION AND WELFARE OF AMERICAN RESIDENTS
AND VISITORS.

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3. RESOURCE PROJECTIONS (STATE FY-80)

A) PROPOSED (OPTIMAL)

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PERSONNEL: DIRECT HIRE CONTRACT

US	LOCAL	US	LOCAL
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10(1)	10(1)	0	9
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PROGRAM

S&E DOLS 880,000 (130,000)

REPRESENTATION DOLS 4,000 (500)

SPECIAL SELF HELP DOLS 100,000 (20,000)

JUSTIFICATION: PROPOSED INCREASED IN S&E AND REPRESENTATION ACCOUNTS WOULD SUPPORT THE ADDITION OF A FULL-TIME FSO CONSULAR OFFICER AND A SECOND LOCAL CONSULAR ASSISTANT TO COVER INCREASED PROTECTION AND WELFARE AND NON-IMMIGRANT VISA WORKLOADS. THE PROPOSED S&E INCREASE ALSO PROVIDES FOR ADDITIONAL TRAVEL AND REPRESENTATION FUNDS IN SUPPORT OF POLITICAL, COMMERCIAL AND CONSULAR OBJECTIVES AND COURSES OF ACTION, AS WELL AS IMPROVED PHYSICAL SECURITY MEASURES RECOMMENDED BY THE REGIONAL SECURITY OFFICE. ADDITIONAL SSH FUNDS ARE FOR RURAL WATER SUPPLIES.

B) CURRENT

PERSONNEL: DIRECT HIRE CONTRACT

US	LOCAL	US	LOCAL
9	9	0	9

PROGRAM

S&E DOLS 750,000

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REPRESENTATION DOLS 3,500

SPECIAL SELF-HELP DOLS 80,000

IMPACT: CONTINUED COVERAGE OF BOTH CONSULAR AND COMMERCIAL AFFAIRS BY ONE OFFICER ASSISTED BY TWO LOCAL EMPLOYEES (ONE FOR CONSULAR AFFAIRS, THE OTHER FOR COMMERCIAL

MATTERS). NO ADDITIONAL RESOURCES FOR THE INTENSIFIED

TRAVEL AND REPRESENTATION PROGRAM IN SUPPORT OF POLITICAL, COMMERCIAL AND CONSULAR COURSES OF ACTION. ADDITIONAL FUNDING FOR RECOMMENDED PHYSICAL SECURITY IMPROVEMENTS AT THE CHANCERY OR FOR LEASED STAFF HOUSING COULD BE PROVIDED ONLY FROM REPROGRAMMING OF FUNDS ALREADY ALLOCATED FOR ROUTINE MAINTENANCE, REPAIR, AND ROUTINE REPLACEMENT OF OFFICE EQUIPMENT AND APPLIANCES FOR STAFF HOUSING.

C) INTERMEDIATE (95 PERCENT)

PERSONNEL: DIRECT HIRE CONTRACT

US	LOCAL	US	LOCAL
9	9	0	9

PROGRAM

S&E DOLS 712,500

REPRESENTATION DOLS 3,300

SPECIAL SELF-HELP DOLS 80,000

IMPACT: SAME AS IN B ABOVE, WITH SHARP REDUCTIONS IN
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OFFICIAL TRAVEL TO FUND CURRENT LOCAL STAFF LEVELS CONTRACT SECURITY GUARD FORCE UNDER NEW SHARPLY ESCALATING PAY SCHEDULES CALLED FOR BY OFFICIAL DECREE EFFECTIVE BEGINNING JULY 1, 1978. REDUCTION IN REPRESENTATIONAL FUNDING WOULD PRECLUDE ADDITIONAL EFFORTS DIRECTED AT POTENTIAL CIVILIAN LEADERS AND INTERNAL SECURITY OFFICIALS. REDUCTION OF FSL FORCE (ONE MESSENGER CHAUFFEUR) WOULD BE CONSIDERED AS OPTIONAL MEASURE.

D) MINIMUM (90 PERCENT)

PERSONNEL: DIRECT HIRE CONTRACT

US	LOCAL	US	LOCAL
9	8(-1)	0	9

PROGRAM

S&E DOLS 675,000

REPRESENTATION DOLS 3,150

SPECIAL SELF-HELP DOLS 80,000

IMPACT: SAME AS IN B AND C ABOVE, WITH ADDITIONAL LOSS OF ONE LOCAL POSITION (SECRETARY IN THE ADMINISTRATIVE SECTION). THE LOCAL SECRETARY/TRANSLATOR ASSIGNED TO THE POLITICAL/ECONOMIC SECTION WOULD ASSUME THESE DUTIES IN ADDITION TO HER PRESENT DUTIES. LOSS OF HIS FULL-TIME SERVICES AS TRANSLATOR WOULD SLOW EMBASSY EFFORTS TO PROVIDE FOREIGN MINISTER AND OTHER (COUNTRY) OFFICIALS WITH DETAILED TRANSLATIONS OF US POLICY POSITIONS AND OTHER DETAILED MATERIALS ON KEY MULTILATERAL ISSUES. EMBASSY WOULD INVESTIGATE POSSIBILITIES OF OBTAINING THE SERVICES OF AN AID LOCAL SECRETARY TO FILL THE GAP IN MISSION-WIDE ADMINISTRATIVE SUPPORT OPERATIONS.

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B. AGENCY FOR INTERNATIONAL DEVELOPMENT (AID)

1. OBJECTIVES

-- INCREASED PRODUCTIVITY OF (COUNTRY'S) MAINLY SUBSISTENCE FARMERS.

-- PROVISION OF BASIC HEALTH SERVICES, PARTICULARLY IN RURAL AREAS.

-- STRENGTHENED NATIONAL EXTENSION SERVICES, PARTICULARLY IN THE AREA OF DRY LANDS FARMING, SMALL SCALE IRRIGATION AND RURAL WATER SUPPLIES.

2. COURSES OF ACTION (AT OPTIMAL LEVEL AND ORDER OF PRIORITY)

-- IMPLEMENT (IN COOPERATION WITH PEACE CORPS AND CONTRACT TECHNICIANS) PHASE TWO OF THE SMALL FARMER VEGETABLE PRODUCTION SCHEME DESIGNED IN COOPERATION WITH UNDP AND FED.

-- EXPAND TRAINING FOR RURAL MEDICAL ASSISTANTS AND MIDWIVES; PROVIDE FUNDS FOR CONSTRUCTING AND EQUIPPING LOCAL CLINICS IN 24 TOWNS IN THE NORTHEASTERN PROVINCE AS A PILOT PROJECT.

-- PROVIDE US AND THIRD COUNTRY TRAINING OVER A THREE-YEAR PERIOD NOT FOR EXTENSION AGENTS SPECIALIZED IN SMALL-SCALE IRRIGATION DRY LANDS FARMING AND VILLAGE WATER WELL CONSTRUCTION.

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3. RESOURCE PROJECTIONS (AID FY-80)

A) PROPOSED (OPTIMAL)

PERSONNEL: DIRECT HIRE CONTRACT

US LOCAL US LOCAL

10(1) 15(1) 12(3) 6(2)

PROGRAM

AGRICULTURE: SECOND TRANCHE VEGETABLE PRODUCTION (PHASE 1)
DOLS 2,400,000

VEGETABLE PRODUCTION (PHASE 2) DOLS 1,500,000

US TRAINING FOR 35 EXTENSION AGENTS DOLS 250,000

PL-480: TITLE III DOLS 5,000,000

HEALTH: GRANT FOR EXPANSION OF NDOMO MEDICAL TRAINING
FACILITY (BUILDINGS, EQUIPMENT, ADVISOR) DOLS 750,000

NORTHEASTERN RURAL CLINICS DOLS 800,000

OPERATING EXPENSES: DOLS 350,000

JUSTIFICATION: AGRICULTURE: UNDP, FED AND THE FRENCH
HAVE AGREED TO INCREASE THEIR CONTRIBUTIONS TO THE SUC-
CESSFUL VEGETABLE PRODUCTION PROGRAM. OUR CONTRIBUTION
(COMBINED WITH THAT OF OTHER DONERS) WILL PERMIT EX-
PANSION OF THE PROJECT INTO NORTHERN SAHELIAN AREAS NOT
PRESENTLY COVERED AND WILL BENEFIT SOME 150,000 ADDITIONAL
FARM FAMILIES. US TRAINING FOR AN ADDITIONAL 100 EX-
TENSION AGENTS OVER A THREE YEAR PERIOD WILL ENABLE THE
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GOVERNMENT OF (COUNTRY) TO PROVIDE BADLY NEEDED ADVISORY
SERVICES TO FARMERS ENGAGED IN DIVERSIFIED AGRICULTURE
AND MOVING ABOVE THE SUBSISTENCE LEVEL OF PRODUCTION.
AN ADDITIONAL DIRECT HIRE AID OFFICER, ONE LOCAL EMPLOYEE,
TWO CONTRACT AGRICULTURALISTS FROM DUST BOWL UNI-
VERSITY AND TWO CONTRACT LOCALS WILL COMPRISE THE AD-
DITIONAL PERSONNEL REQUIRED TO MANAGE OUR CONTRIBUTION AND

PROVIDE TECHNICAL SUPPORT FOR THE INITIAL THREE-YEAR
STAGE OF PHASE II OF THE VEGETABLE PRODUCTION PROJECT
IN THE SAHELIAN REGIONS.

HEALTH: ONE CONTRACT TRAINING ADVISOR AND OUR CONTRIBUTION

OF DOLS 750,000 WILL ENABLE THE GOVERNMENT OF (COUNTRY)
TO EXPAND THE NDOMO MEDICAL TRAINING FACILITY TO THE POINT
WHERE IT WILL PRODUCE A TOTAL OF 35 TRAINED PARA-MEDICAL
ASSISTANTS AND MIDWIVES EACH YEAR. THESE PROFESSIONALS
WILL STAFF EXISTING RURAL CLINICS AND THOSE TO BE CON-
STRUCTED WITH AID FUNDING IN THE NORTHEASTERN AREA.

PL-480: THE CURRENT TITLE II DROUGHT RELIEF PROGRAM
SHOULD BE CONVERTED INTO A TITLE III PROGRAM AT CURRENT
LEVELS AS A MEANS OF CREATING ADDITIONAL CAPITAL FOR A
MUTUALLY AGREED GROUP OF PROJECTS AIMED AT IMPROVING
AGRICULTURAL PRODUCTION AND RESETTLING FARMERS AND HERDERS
WHOSE LIVLIHOOD HAS BEEN DESTROYED BY YEARS OF DROUGHT.

B) CURRENT

PERSONNEL: DIRECT HIRE CONTRACT

US LOCAL US LOCAL

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10(1) 15(1) 12(2) 6(2)

PROGRAM

AGRICULTURE: SECOND TRANCHE VEGETABLE PRODUCTION
(PHASE 1) DOLS 2,400,000

VEGETABLE PRODUCTION (PHASE 2) DOLS 850,000

US TRAINING FOR 25 EXTENSION AGENTS DOLS 185,000

PL-480 TITLE II DOLS, 4,000,000

HEALTH: GRANT FOR EXPANSION OF NDOMO TRAINING FACILITY
DOLS 750,000

NORTHEASTERN RURAL CLINICS DOLS 400,000

OPERATING EXPENSES: DOLS 330,000

IMPACT: THE SECOND TRANCHE OF THE VEGETABLE PRODUCTION
PROJECT (THE GOVERNMENT'S FIRST PRIORITY) WOULD REMAIN

UNAFFECTED BY FAILURE TO INCREASE AID FUNDING LEVELS. IN ORDER TO MAINTAIN CURRENT LEVELS OF FUNDING AND STILL SUPPORT THIS SUCCESSFUL MULTI-DONOR EFFORT, WE WOULD BE OBLIGED TO STRETCH OUT IMPLEMENTATION OF OTHER AGRICULTURAL AND HEALTH PROJECTS AND DELAY THE HIRING OF A TRAINING ADVISOR FOR THE NDOMO FACILITY. SPECIFICALLY, WE COULD

FUND ONLY 12 CLINICS IN THE DROUGHT-STRICKEN NORTHEASTERN PROVINCE, AND TRAIN ONLY 25 EXTENSION AGENTS. ALTERNATIVELY, WE WOULD RECOMMEND FURTHER INTEGRATION OF MISSION ADMINISTRATIVE SUPPORT SERVICES IN ORDER TO RETAIN THE BULK OF THE CLINIC PROGRAM.

C) INTERMEDIATE (95 PERCENT), AND
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D) MINIMUM (90 PERCENT)

IMPACT: REDUCTIONS FROM CURRENT OPERATING LEVELS WOULD BE ACHIEVED THROUGH PARING OR ELIMINATING THE NORTHEASTERN RURAL CLINICS PROGRAM. THE GOVERNMENT OF (COUNTRY) IS EXTREMELY SHORT OF PERSONNEL TO STAFF EXISTING RURAL HEALTH CENTERS. WE WOULD THEREFORE, SLOW OUR CONTRIBUTIONS TO BUILDING NEW HEALTH CENTERS IN FAVOR OF FUNDING THE TRAINING PROGRAM FOR MEDICAL PERSONNEL AT CURRENT PROJECTED LEVELS. WE WOULD ALSO REDUCE SLIGHTLY OUR CONTRIBUTION TO PHASE 1 OF THE VEGETABLE PRODUCTION PROGRAM UNLESS SUBSTANTIAL SAVINGS COULD BE REALIZED BY COMPLETE INTEGRATION OF ALL MISSION ADMINISTRATIVE SUPPORT SERVICES.

C. INTERNATIONAL COMMUNICATIONS AGENCY (ICA)

1. OBJECTIVES

-- GAIN BETTER ACCESS TO LOCAL MEDIA (RADIO TV AND THE GOVERNMENT-OWNED DAILY PRESS) FOR PLACEMENT OF ITEMS EXPLAINING US VIEWS ON MAJOR THIRD WORLD ISSUES AND OTHER MATERIALS ON US POLITICAL AND SOCIAL LIFE.

-- INCREASE CONTACTS WITH INFLUENTIAL MILITARY GOVERNMENT OFFICIALS AND WITH POTENTIAL CIVILIAN LEADERS, INCLUDING LABOR MOVEMENT AND RELIGIOUS LEADERS FOR THE PURPOSE OF INCREASING INTERCHANGES ON HUMAN RIGHTS AND DEVELOPMENT ISSUES.

-- MORE AND BETTER FOCUSED INFORMATIONAL SERVICES IN SUPPORT OF EMBASSY TRADE AND INVESTMENT PROMOTION
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ACTIVITIES.

-- DISTRIBUTE MORE WIDELY INFORMATION ON
US ECONOMIC DEVELOPMENT ASSISTANCE PROGRAMS AND STRATEGIES
IN (COUNTRY) AND ELSEWHERE IN THE REGION.

2. COURSES OF ACTION (AT THE PROPOSED LEVEL OF FUNDING
AND IN ORDER OF PRIORITY)

-- INCREASE PLACEMENT OF VOA NEWS AND COMMENTARY
ON NATIONAL RADIO (INCLUDING THE SHORT WAVE SERVICE);
MAKE BETTER USE OF AVAILABLE VIDEO TAPES FOR TV PLACEMENT;
INCREASE THE USE OF LOCAL MEDIA BY MISSION OFFICERS TO
PRESENT US VIEWS ON INTERNATIONAL ECONOMIC AND POLITICAL
ISSUES EFFECTING (COUNTRY) AND THE REST OF AFRICA.

-- CONCENTRATE INTERNATIONAL VISITORS PROGRAMMING ON
POTENTIAL CIVILIAN LEADERSHIP GROUP AND ON INFLUENTIAL
CIVIL SERVANTS WHO WILL PLAY A MAJOR ROLE IN THE PROMISED
TRANSITION TO CONSTITUTIONAL RULE.

-- PROVIDE REFERENCE AND OTHER SERVICES TO POTENTIAL
IMPORTERS (GOVERNMENT, AS WELL AS PRIVATE) OF US GOODS
AND SERVICES.

-- WORK CLOSELY WITH DATT TO INCLUDE INFLUENTIAL
MILITARY GOVERNMENT OFFICIALS AND OTHER LOWER RANKING
MILITARY OFFICERS IN CULTURAL AND OTHER USIS PROGRAMMING.

-- STEP-UP MEDIA PLACEMENTS COVERING US ECONOMIC
ASSISTANCE PROGRAMS TO (COUNTRY) AND US DEVELOPMENT
POLICIES AND PROGRAMS IN OTHER COUNTRIES OF THE REGION;
PROVIDE LOCAL MEDIA WITH SPECIFIC MATERIAL ON THE IMPACT
OF US AND OTHER DONOR PROGRAMS IN (COUNTRY).

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-- CONTINUE MODEST AMERICAN SPECIALIST AND CULTURAL
PROGRAMMING TO ADVANCE (COUNTRY) UNDERSTANDING OF LIFE
IN THE UNITED STATES.

3. RESOURCE PROJECTIONS (ICA FY-80)

A) PROPOSED (OPTIMAL)

PERSONNEL	DIRECT HIRE		CONTRACT	
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US	LOCAL	US	LOCAL
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3	12(1)	0	3(1)
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PROGRAM

CU ALLOCATION DOLS 80,000 (INTERNATIONAL VISITORS, ETC)

GOE DOLS 275,000 (GENERAL OPERATING EXPENSES)

DSA DOLS 70,000 (DIRECT SUPPORT ALLOCATION)

DAS DOLS 25,000 (DISTRIBUTED ADMIN. SUPPORT)

JUSTIFICATION: A 10 PERCENT INCREASE IN GOE FUNDING WILL PERMIT THE HIRING OF AN ADDITIONAL LOCAL EMPLOYEE EXPERIENCED IN TECHNICAL PRODUCTION OF VIDEO MATERIALS FOR DISTRIBUTION THROUGH THE NATIONAL TELEVISION STATION, AS WELL AS INCREASED LOCAL PRODUCTION OF RECORDED RADIO MATERIALS AND MODESTLY INCREASED TRAVEL FUNDS. AN INCREASE OF DOLS 5,000 IN OUR CU ALLOCATION WILL ALLOW FOR AN ADDITIONAL IV GRANTEE. INCREASED DSA ALLOCATION WILL PERMIT THE PURCHASE OF NEW COMMERCIAL PROMOTION MATERIALS FROM US SOURCES. THE ADDITION OF A CONTRACT DAYTIME GUARD WILL PROVIDE BETTER SECURITY FOR USIS OFFICES, WHICH WERE RECENTLY INVADED BY DEMONSTRATING STUDENTS, WHO DID DOLS 10,000 WORTH OF DAMAGE BEFORE POLICE ARRIVED. FUNDING CONFIDENTIAL

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REQUESTED WOULD COVER NECESSARY REFURNISHING OF THE CULTURAL CENTER.

B) CURRENT

PERSONNEL:	DIRECT HIRE		CONTRACT	
------------	-------------	--	----------	--

US	LOCAL	US	LOCAL
----	-------	----	-------

3	11	0	3(1)
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PROGRAM

CU ALLOCATION DOLS 75,000

GOE DOLS 260,000

DSA DOLS 70,000

DAS DOLS 25,000

IMPACT: THE DETERIORATING SECURITY SITUATION DICTATES

THAT WE PROGRAM THE SERVICES OF A CONTRACT DAYTIME GUARD,
BUT FOREGO, UNDER THIS PACKAGE, THE SERVICES OF A VIDEO
TECHNICIAN. INSTEAD, WE WILL DEPEND UPON US-PRODUCED
FRENCH LANGUAGE VIDEO TAPES FOR LOCAL TV DISTRIBUTION.
THIS PACKAGE DOES, HOWEVER, PERMIT US TO PROCEED WITH A
PROGRAM IN SUPPORT OF PRIORITY TRADE PROMOTION INTERESTS
AS OUTLINED ABOVE, TO CONTINUE TO SEND UP TO 12 IV
GRANTEES TO THE UNITED STATES AND TO PROVIDE ADDITIONAL
INFORMATIONAL SERVICES (THROUGH REPROGRAMMING) AIMED
AT POTENTIAL CIVILIAN LEADERS AND SECOND-LEVEL ARMY OFFICERS

C) INTERMEDIATE (95 PERCENT)

PERSONNEL: DIRECT HIRE CONTRACT
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	US	LOCAL	US	LOCAL
	3	11	0	3(1)

PROGRAM

CU ALLOCATION DOLS 75,000

GOE DOLS 239,500

DSA DOLS 70,000

DAS DOLS 25,000

IMPACT: OVERALL REDUCTION OF 5 PERCENT IS ABSORBED BY
REDUCING NEW GENERAL LIBRARY ACQUISITIONS, CUTTING LOCAL
MAILINGS OF USIS PRESS NOTICES, AND DELAYING THE PURCHASE
OF NEW FURNITURE THE USIS CULTURAL CENTER AND OFFICES,
AND FOR THE PAO RESIDENCE.

D) MINIMAL (90 PERCENT)

PERSONNEL: SAME AS IN C ABOVE, EXCEPT FOR CONTRACT
SECURITY GUARD POSITION, WHICH IS DELETED.

CU ALLOCATION DOLS 75,000

GOE DOLS 225,000

DSA DOLS 62,000

DAS DOLS 25,000

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IMPACT: UNDER A 10 PERCENT FUNDING REDUCTION POST WOULD BE OBLIGED TO REDUCE THE SCOPE OF THE TRADE PROMOTION SUPPORT PROGRAM OUTLINED ABOVE, WELL AS SEEK MISSION AND LOCAL POLICE ASSISTANCE TO COVER DAYTIME SECURITY NEEDS AT THE CULTURAL CENTER. OUR PROGRAMS AIMED AT LABOR AND OTHER POTENTIAL CIVILIAN LEADERS WOULD NECESSARILY BE REDUCED IN SCOPE, BUT BY NO MEANS ELIMINATED. CULTURAL AND AMSPEC PROGRAMS WOULD BE SEVERELY LIMITED IN ORDER TO PROVIDE FOR INCREASED PROCUREMENT OF WASHINGTON-PRODUCED TV AND RADIO TAPES FOR PLACEMENT ON LOCAL STATIONS. WE WOULD ATTEMPT TO KEEP TRAVEL FUNDS AT THE CURRENT LEVEL IN ORDER TO ASSURE PROGRAM COVERAGE OF OUTLYING MAJOR POPULATION CENTERS.

D. FOREIGN MILITARY SALES (FMS) AND INTERNATIONAL

MILITARY EDUCATION AND TRAINING (IMET)

1. OBJECTIVES (IN ORDER OF PRIORITY)

-- INCREASED ARMED FORCES CAPABILITY TO PROTECT THE TERRITORIAL INTEGRITY OF (COUNTRY).

-- FULLER PARTICIPATION BY THE MILITARY IN BASIC ECONOMIC DEVELOPMENT EFFORTS.

2. COURSES OF ACTION

-- PROVIDE IMET TRAINING INITIALLY FOR THREE ENGINEERING OFFICERS WHO WILL COMAND DETACHED COMPANIES INVOLVED IN ROAD CONSTRUCTION AND MAINTENANCE, SMALL-SCALE IRRIGATION AND WATER WELL CONSTRUCTION.

-- PROVIDE ENGINEERING EQUIPMENT UNDER FMS IN SUPPORT ARMY ENGINEER BATTALLION UP-GRADING.

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-- PROVIDE FMS TRANSPORT EQUIPMENT FOR MOBILE INFANTRY FORMATIONS.

-- PROVIDE FMS SALES OF 12 ARMORED CARS FOR THE ARMY CAVALRY REGIMENT.

-- INVITE ARMED FORCES CHIEF OF STAFF TO PARTICIPATE
IN THE VIP VISITATION PROGRAM.

3. RESOURCE PROJECTIONS (FMS AND IMET)

A. PROPOSED (OPTIMAL)

PERSONNEL (DATT):

DIRECT HIRE (US)

2

PROGRAM:

IMET DOLS 15,000

FMS DOLS 2,300,000

VIP VISIT DOLS 8,000

JUSTIFICATION: IMPLEMENTATION OF THE PROGRAM DESCRIBED
ABOVE WILL HELP UPGRADE THE CAPABILITIES OF THE ARMY TO
PROTECT (COUNTRY'S) TERRITORIAL INTEGRITY, SUPPORT ITS
MODERNIZATION PROGRAM AND INVOLVE THE ARMED FORCES IN
PRIORITY DEVELOPMENT PROGRAMS AND PROJECTS. TRAINING FOR
ENGINEER OFFICERS IS A PRIORITY ITEM IN SUPPORT OF MISSION-
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WIDE ECONOMIC DEVELOPMENT OBJECTIVES. FMS SALES WILL
HELP FOSTER THE CREATION OF A LEANER, MORE MOBILE BASIC
INFANTRY FORCE OF TEN 600-MAN BATTALLIONS, BACKED BY
A LIGHT ARMORED REGIMENT.

A VIP VISIT TO THE US BY THE CHIEF OF STAFF AND HIS SENIOR
AIDES IS INTENDED TO HELP CEMENT OUR RELATIONS WITH THE
MOST POWERFUL MEMBER OF THE MILITARY REGIME AS A MEANS OF
GAINING HIS CONFIDENCE AS WE SEEK TO ENCOURAGE THE CURRENT
MOVE BACK TO CONSTITUTIONAL RULE.

B. CURRENT

PERSONNEL: SAME AS IN (A) ABOVE

PROGRAM:

IMET DOLS 15,000

FMS DOLS 1,250,000

IMPACT: CONTINUATION OF CURRENT FUNDING FOR FMS PROGRAMS

WOULD PERMIT ONLY SALES OF ENGINEERING AND SOME REDUCED
AMOUNT OF TRANSPORT EQUIPMENT INTENDED FOR MOBILE INFANTRY
FORMATIONS. TRAINING
FOR THREE ENGINEER OFFICERS WOULD BE RETAINED, BUT THERE
WOULD BE NO PROVISION FOR A VIP VISIT. THE ARMORED CAR
FMS PROGRAM WOULD BE POSTPONED.

C. INTERMEDIATE (95 PERCENT)

PERSONNEL: SAME AS ABOVE

PROGRAM:

IMET DOLS 15,000
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FMS DOLS 1,187,500

IMPACT: FURTHER REDUCTIONS IN THE SUPPLY OF TRANSPORT
EQUIPMENT, BUT RETENTION OF ALL ENGINEERING EQUIPMENT AND
TRAINING.

D. MINIMAL (NINETY PERCENT)

PERSONNEL: SAME AS ABOVE

PROGRAM:

IMEP DOLS 15,000

FMS DOLS 1,125,000

IMPACT: RETENTION OF MOST ENGINEERING EQUIPMENT AND ALL
IMET ENGINEERING TRAINING, BUT ELIMINATION OF NEARLY
ALL TRANSPORT EQUIPMENT FOR MOBILE INFANTRY FORMATIONS.

E. PEACE CORPS

1. OBJECTIVES (IN ORDER OF PRIORITY)

-- INCREASED PRODUCTIVITY OF (COUNTRY'S) MAINLY
SUBSISTENCE FARMERS; INCREASE FOODSUPPLY AND IMPROVED
NUTRITION.

-- IMPROVED BASIC HEALTH CARE FOR RURAL DWELLERS.

2. COURSES OF ACTION

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-- SUPPORT AID AND OTHER DONOR CONTRIBUTIONS TO THE
SMALL FARMER VEGETABLE PRODUCTION PROJECT.

-- PROVIDE COUNTERPART VOLUNTEERS FOR HOST GOVERNMENT
AGRICULTURAL EXTENSION AGENTS.

-- CONTINUE TO ASSIGN GENERALIST RURAL DEVELOPMENT
VOLUNTEERS WITH AN AGRICULTURAL BACKGROUND TO SELECTED
VILLAGES IN THE DROUGHT-RAVAGED NORTHEASTERN PROVINCE .

-- ATTEMPT TO RECRUIT A SMALL NUMBER OF TRAINED
NURSES TO WORK WITH HOST COUNTRY COUNTERPARTS IN RURAL
AREAS. (NEW PROGRAM FOR FY-81 AND BEYOND).

-- GRADUALLY PHASE-OUT THE TEFL PROGRAM IN FAVOR OF
HIGH PRIORITY PROGRAMS AND PROJECTS.

3. RESOURCE PROJECTIONS

A. PROPOSED (OPTIMAL)

PERSONNEL: STAFF VOLUNTEERS

STAFF VOLUNTEERS
US LOCAL

3 2 107

PROGRAM: DOLS VOLUNTEERS

AGRICULTURE 600,000 55

RURAL DEVELOPMENT 250,000 20

TEFL 100,000 12

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JUSTIFICATION: WE ARE PROPOSING NO INCREASE IN PEACE
CORPS PROGRAMS WHICH ARE ALREADY HEAVILY COMMITTED IN
SUPPORT OF OUR BASIC ECONOMIC DEVELOPMENT PRIORITIES
FOR (COUNTRY). WE ARE, HOWEVER, BEGINNING TO GRADUALLY
PHASE-OUT THE TEFL PROGRAM, WHICH WILL COMPRISE ONLY 12
VOLUNTEERS OVER THE NEXT TWO YEARS AND SIX VOLUNTEERS
FOR THE SUCCEEDING THREE YEARS. THE TEFL PROGRAM WILL

END IN FY-86, DESPITE ITS POPULARITY WITH SOME GOVERNMENT OFFICIALS. WE WILL CONTINUE TO ATTEMPT RECRUITMENT OF QUALIFIED TRAINED NURSES, BUT OUR EXPERIENCE SO FAR IN THESE EFFORTS IS NOT ENCOURAGING. PEACE CORPS STAFFING (DIRECTOR, TWO ASSOCIATE DIRECTORS, A NURSE AND A LOCAL SECRETARY) WILL REMAIN CONSTANT.

B) CURRENT

WE ARE RECOMMENDING NO INCREASES OVER THE CURRENT PROGRAM EXCEPT THOSE REFLECTING INFLATION.

C) INTERMEDIATE (90 PERCENT) AND

D) MINIMUM (95 PERCENT)

ANY REDUCTIONS BELOW THE CURRENT AND RECOMMENDED LEVEL WOULD BE MADE THROUGH REDUCTIONS IN FUNDING AND VOLUNTEERS FOR THE TEFL PROGRAM AND BY THE REPLACEMENT OF THE AMERICAN ASSOCIATE DIRECTOR WITH A SECOND HOST COUNTRY NATIONAL ASSOCIATE DIRECTOR. WE HAVE ALSO CONSIDERED REDUCING OPERATING EXPENSES THROUGH STRICT CONTROLS ON VOLUNTEER AND STAFF TRAVEL, BUT HAVE REJECTED THIS OPTION AS INIMICAL TO GOOD VOLUNTEER MORALE AND SOUND MANAGEMENT PRACTICE, AS WELL AS BECAUSE OF HEALTH FACTORS IN THIS HARSH PHYSICAL CLIMATE.

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3. ONE FINAL NOTE: ALTHOUGH THE MODEL GORM EXERCISE PRESENTED ABOVE DOES NOT SPECIFICALLY MAKE THE LINKAGE, IT SHOULD BE CLEAR FROM THE MODEL THAT YOUR OVERALL GOALS AND OBJECTIVES AND AGENCY BUDGET SUBMISSIONS SHOULD HAVE A DIRECT CONNECTION WITH THE PERSONAL/PROFESSIONAL OBJECTIVES AND WORK REQUIREMENTS OF YOUR SUBORDINATE OFFICERS AND STAFF. THUS, WHEN YOU, YOUR DEPUTY, AND OTHER SENIOR MISSION OFFICERS REVIEW THE WORK REQUIREMENTS SECTION OF OFFICER AND STAFF PERFORMANCE EVALUATION REPORTS, YOU CAN USEFULLY BEAR IN MIND THAT THE PERFORMANCE EVALUATION PROCESS IS, IN ITSELF, A GOOD BAROMETER ON JUST HOW WELL MAJOR MISSION RESOURCES ARE BEING ALLOCATED AGAINST THE OVERALL MISSION GOALS, PRIORITY OBJECTIVES AND COURSES OF ACTION YOU HAVE ESTABLISHED. VANCE

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Message Attributes

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